

Human Services Campus

Capital Business Plan



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INTRODUCTION

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The Human Services Campus will be an integrated service delivery facility located in downtown Phoenix designated to serve the homeless and the working poor. Planning is being completed by a group comprised of faith-based, non-profit, private, community, and governmental organizations working together to provide services for the most needy within the community.

This project will take the current dilapidated and unsafe human services facilities located in downtown Phoenix to a standard that will serve the people in need in a more consolidated, efficient, and cost effective manner. Cooperation amongst and between the providers and the private and public sectors has been and will continue to be a key component of success.

Included in this Capital Business Plan are the mission, goals, organization and governance structure, service descriptions, facilities and financial plans for The Human Services Campus.

MISSION

*The mission of the Human Services
Campus is to deliver high-quality human
services and provide leadership and
innovative solutions to help break the
cycle of homelessness and poverty
through collaboration among faith-based,
governmental, non-profit, private, and
community organizations.*

GOALS

Provide persons in need with improved service delivery and easier access to services at the campus by:

- providing primary/basic services with dignity to the persons in need,
- engaging hard-to-serve persons needing services, and
- enhancing communication and coordination of services.

Provide persons in need with improved referral to services in the larger community.

Advocate for:

- improved services/systems in the community, and
- more transitional and affordable housing opportunities in the community.

Partner with the neighborhoods to improve:

- the safety and security of the people served as well as the community, and
- the aesthetics of the campus, thus improving the overall perception of the neighborhood.

Increase volunteer opportunities.

Pioneer a service delivery model that might be duplicated in other areas of Maricopa County.

Improve internal/external service coordination, allowing service providers, policy makers, and advocates to:

- respond efficiently and effectively, and
- articulate program results and gaps in service.

Strengthen links between various agencies to prevent releases from health care or correctional institutions that result in homelessness.

Develop a low-demand facility for those persons unwilling to engage in certain programs.

Improve data gathering, analysis, and reporting.

EXECUTIVE SUMMARY

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The Human Services Campus represents a partnership between faith-based, non-profit, private, community, and governmental organizations joined together for the purpose of developing an integrated service delivery campus for the homeless and working poor in downtown Phoenix. The campus will replace several dilapidated, unsafe facilities currently used by service providers located in downtown Phoenix.

The site is near the current facilities at 11th Avenue and Madison Street. The campus will house several buildings, allowing the providers to maintain their unique identities where appropriate. It will also allow for a better flow of those being served between providers and for a more coordinated referral system to other community services.

Together, the service providers will play a crucial role in the continued development of the Maricopa Association of Governments continuum of care regional plan and will refer persons in need to services available throughout the county. One of the major advantages to an integrated campus is to allow other community service providers to improve their services to the population in need. For instance, Arizona Department of Economic Services, Value Options, and others will be able to access the people who need their services.

The major providers serving this population in the downtown area include:

- André House of Arizona,
- Central Arizona Shelter Services (CASS),
- Maricopa County Health Care for the Homeless Program,
- Northwest Organization for Voluntary Alternatives (NOVA) Safe Haven,
- St. Joseph the Worker, and
- St. Vincent de Paul.

The Human Services Campus facility and service plan includes a common facility referred to as the Education, Training and Employment Center (e*TEC). This facility will house a wide array of programs working in collaboration to provide employment and training and support services to homeless individuals and the surrounding community residents.

The campus will serve the 700-1,000 homeless and working poor men, women, and children congregating at any one time in downtown Phoenix. This group is part of the estimated 13,000-15,000 homeless people in Maricopa County. Other data related to this group of people include the list below.

- 40% are families with children
- 1 in 5 is under the age of 18
- Approximately 50% are substance abusers
 - 34% of adults in families
 - 73% of single adults
- At least 25% have serious mental health disorders
- 11% are considered dually diagnosed for both substance abuse and mental health problems
- 25% of persons in families are victims of domestic violence
- 30% are veterans
- 11% are over 65 years old
- Approximately 21% have had felony convictions

(ADES 1999 Annual Report)

By bringing the service providers together in an integrated campus, they will better serve those in need and better coordinate their referral efforts to services available throughout the county. Though the providers have their unique missions and long-term identities, they desire to reach beyond their individuality to set the following preliminary strategic outcomes for the campus. It is

understood that these outcomes will need to be continually reviewed, tested against agreed upon statistical data, and updated as required based upon the changing needs of those being served.

- Improved and more timely access to support services
- Improved satisfaction of persons being served
- Improved measurements/data collection systems utilizing the county-wide Homeless Management Information System
- Increased housing placements
- Increased job placement/retention
- Increased community involvement
- Increased volunteerism
- Increased support from government agencies and neighborhoods
- Increased participation by mainstream systems
- Maximized resources by service integration/coordination
- Reduced homelessness recidivism
- Shorter lengths of stay
- Reduced crime in the geographic area of the campus and reduced victimization of persons being served
- Reduced impact of homelessness on the neighborhood

The construction costs of the campus are projected below.

Buildings	\$13,254,000
Site acquisition/site work	4,043,000
Design and construction contingency	2,492,000
Contractor overhead/profit	1,718,000
Professional fees, testing, etc.	1,745,000
Furniture, fixtures, and equipment	1,397,000
Total	\$24,649,000

Current allocations, some of which are not yet fully funded, are \$11,143,000.

- ♦ Maricopa County Board of Supervisors: \$6,996,000
 - ♦ Land Acquisition: \$2,000,000
 - ♦ Site Work: \$2,043,000
 - ♦ Health Care for the Homeless Facility: \$2,953,000
- ♦ St. Vincent de Paul: \$2,362,000
- ♦ André House: \$1,785,000

The unfunded balance of the capital campaign goal is \$13,506,000.

ORGANIZATION AND GOVERNANCE

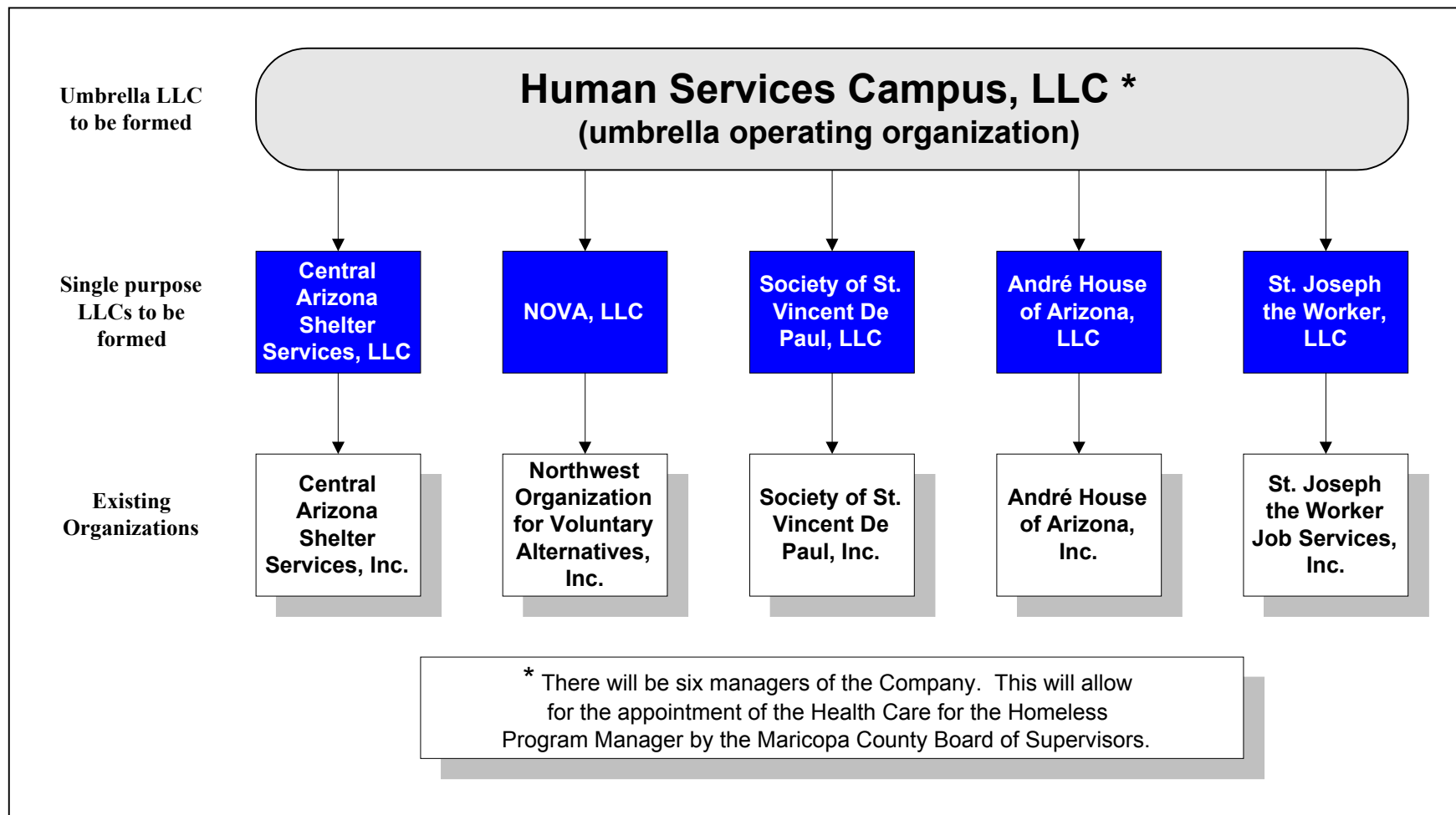
An Arizona Limited Liability Company (LLC) named The Human Services Campus, LLC is being formed as the umbrella operating organization. The purpose of the Company is to provide a variety of services to the homeless and indigent which includes, without limitation, housing, food, job training, and supportive services. The Company is organized exclusively for charitable, educational, and scientific purposes within the meaning of Section 501 (c) (3) of the Internal Revenue Code of 1986 as amended.

The Operating Agreement and the Articles of Organization will be signed by the five major providers listed below and are available for review. Each of these providers will retain their unique identities in addition to forming single purpose LLCs for the purpose of being members of The Human Services Campus LLC. The organization chart on the following page demonstrates the relationship between the unique agencies and the umbrella LLC.

The number of managers of the Company will be equal to one more than the number of members of the Company. Each member will appoint one manager. The Maricopa County Board of Supervisors will also appoint one manager.

Managers of the Company will be from the following service providers:

- André House of Arizona
- Central Arizona Shelter Services (CASS)
- Maricopa County Health Care for the Homeless Program
- Northwest Organization for Voluntary Alternatives (NOVA) Safe Haven
- St. Joseph the Worker
- St. Vincent de Paul



SERVICE DESCRIPTION

Twenty years ago wide-spread homelessness did not exist in Maricopa County. Today, there are an estimated 13,000-15,000 homeless men, women, and children in the county. While the seeds of homelessness were planted in the 1960s and 1970s with de-institutionalization of mentally ill people and loss of affordable housing, wide-spread homelessness did not emerge until the 1980s.

Several factors have affected its growth over the last two decades.

- Affordable housing has become scarcer for those with limited funds.
- Employment and benefits' earnings have not kept pace with the cost of housing, especially for those with low incomes.
- Services that every individual needs for support and stability have become harder to afford or find.

In addition to the systemic causes, social changes have exacerbated the personal problems of many poor people, leading them to be more vulnerable to homelessness. These social trends have included new kinds of illegal drugs, more single parent and teen-headed households with low earning power, and thinning support networks.

Tonight, 700-1,000 of the estimated 13,000-15,000 homeless in Maricopa County will be in downtown Phoenix. Others congregating in the area may not be homeless but need food and other assistance. Many of those in need in downtown Phoenix have chronic substance abuse issues and/or a serious mental illness. Many are veterans.

There are numerous non-integrated homeless assistance providers in downtown Phoenix including:

- André House of Arizona
- Central Arizona Shelter Services (CASS)
- Maricopa County Health Care for the Homeless Program
- NOVA Safe Haven
- St. Joseph the Worker
- St. Vincent de Paul

In addition, Interfaith Cooperative Ministries operates an emergency food pantry and clothing distribution program on 9th Avenue just south of Harrison.

For over two decades in downtown Phoenix, there has been an existing constellation of service providers to the homeless and working poor. In essence, these providers form the core of an informal, non-integrated campus. The Vicinity Map on the next page shows the current locations. These programs and services exist in a largely uncoordinated manner in buildings that were never built for the purposes they now serve, many of which are severely deteriorated. The existing condition is a default campus with no clear centralized organization, direction, or management. The physical conditions of this environment do not allow for the safety and security needed for the people being served nor the downtown community at large.

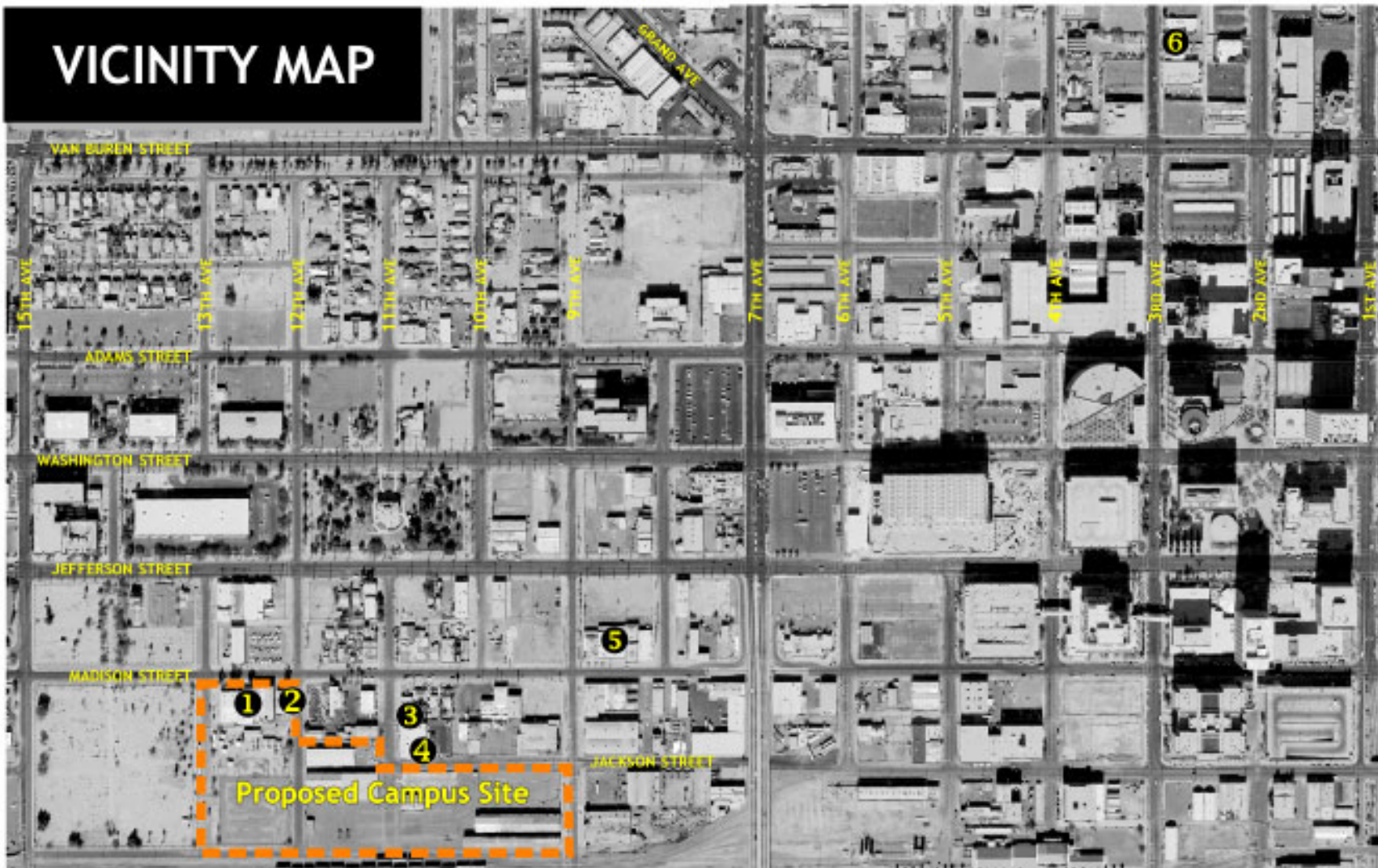
On March 28, 2001, the chief executives of four of the major downtown homeless assistance providers signed a jointly developed proposal regarding the development of a campus. They each desire a campus approach to improve service coordination and integration while allowing for their individual organizational missions to be carried out by their respective agencies.

These providers (André House, CASS, St. Joseph the Worker, and St. Vincent de Paul) agreed to the following:

- The development of a homeless services “campus” at or near the current CASS shelter (1209 W. Madison).
- A well-designed and operated campus, as part of a larger continuum of care, to reduce the impact of homeless services in the Madison Street area that will not be in conflict with existing or planned development in the Capitol Mall area.
- The simultaneous development of a new low-demand shelter, community-based supportive services, and affordable housing in the community.

The providers acknowledge that for the campus to be successful they must see their mission as opening a front door to a broader continuum of care. Likewise, there must be resources and housing in the community for individuals to access once they have maximized their use of campus resources.

VICINITY MAP



EXISTING SERVICE PROVIDERS

1/22/2002

① Central Arizona Shelter Services (CASS)

③ St. Joseph the Worker

⑤ St. Vincent de Paul

② Maricopa County Health Care for the Homeless

④ Andre House Hospitality Center

⑥ NOVA Safe Haven

REGIONAL PLANNING

Due to the increased urbanization of metropolitan cities and the subsequent increase in population, many challenges are regional in nature. The Maricopa Association of Governments (MAG) Continuum of Care was formed in late 1999 to provide homelessness policy development and planning. City, town, state and county agencies, service providers, advocates, neighborhood associations, and business leaders within Maricopa County actively participate in the Continuum of Care.

The MAG Continuum of Care Regional Committee on Homelessness is comprised of over 40 members. Those members represent homeless advocates; city, county and state government; the faith community; nonprofit providers of housing and supportive services; the business community; private housing interests; former consumers of homeless services; the education community; private foundations; veterans organizations; the State Legislature; the Office of the Governor; and Housing and Urban Development (HUD) as an ex officio member. The Regional Committee is the foundation of the planning structure.

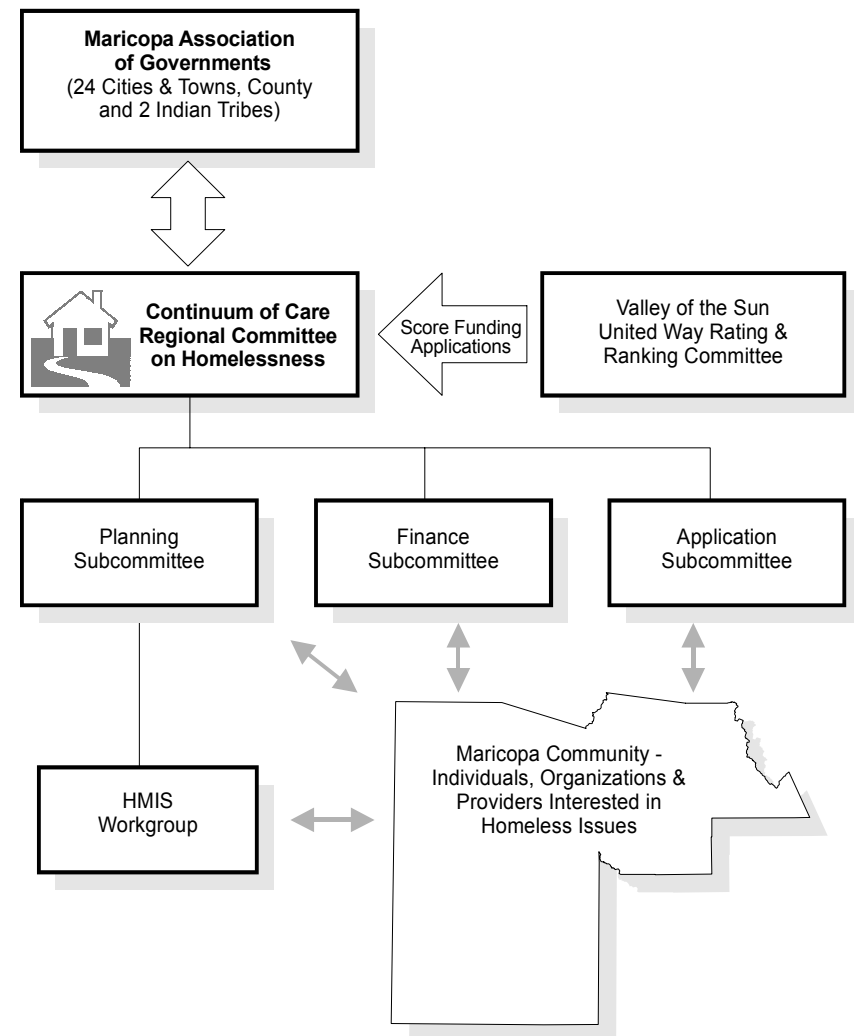
The MAG Continuum of Care Planning Subcommittee formed a Gateway Human Services Campus workgroup to interface between the Continuum of Care and Maricopa County's homeless campus preliminary architectural design and planning process. The Human Services Campus is considered an integral part of service delivery that will complement the regional goals of the Continuum of Care. The MAG organization chart on the next page shows the relationship of the various planning groups.

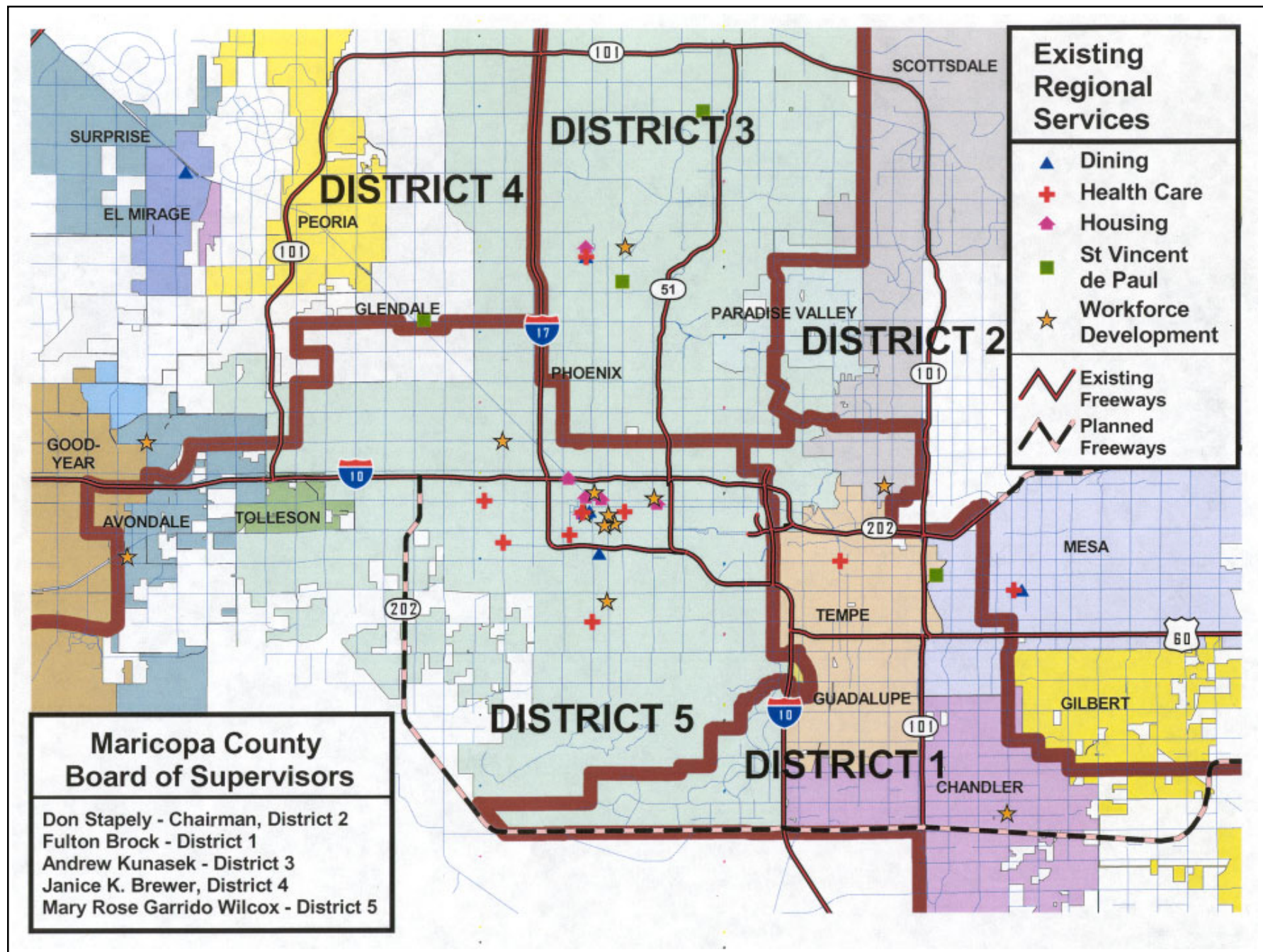
The Existing Regional Services map on page 18 demonstrates other links between the downtown campus and the remainder of the county. The map shows other service locations throughout the county operated by some of the providers on the downtown campus.

Ideally, all the resources would be available for simultaneous improvement of downtown Phoenix services as well as needed regional services. The downtown campus is intended only as one piece of the puzzle. However, funding limitations dictate prioritizing. Campus service providers will continue to advocate for additional resources necessary for service referrals throughout the community.

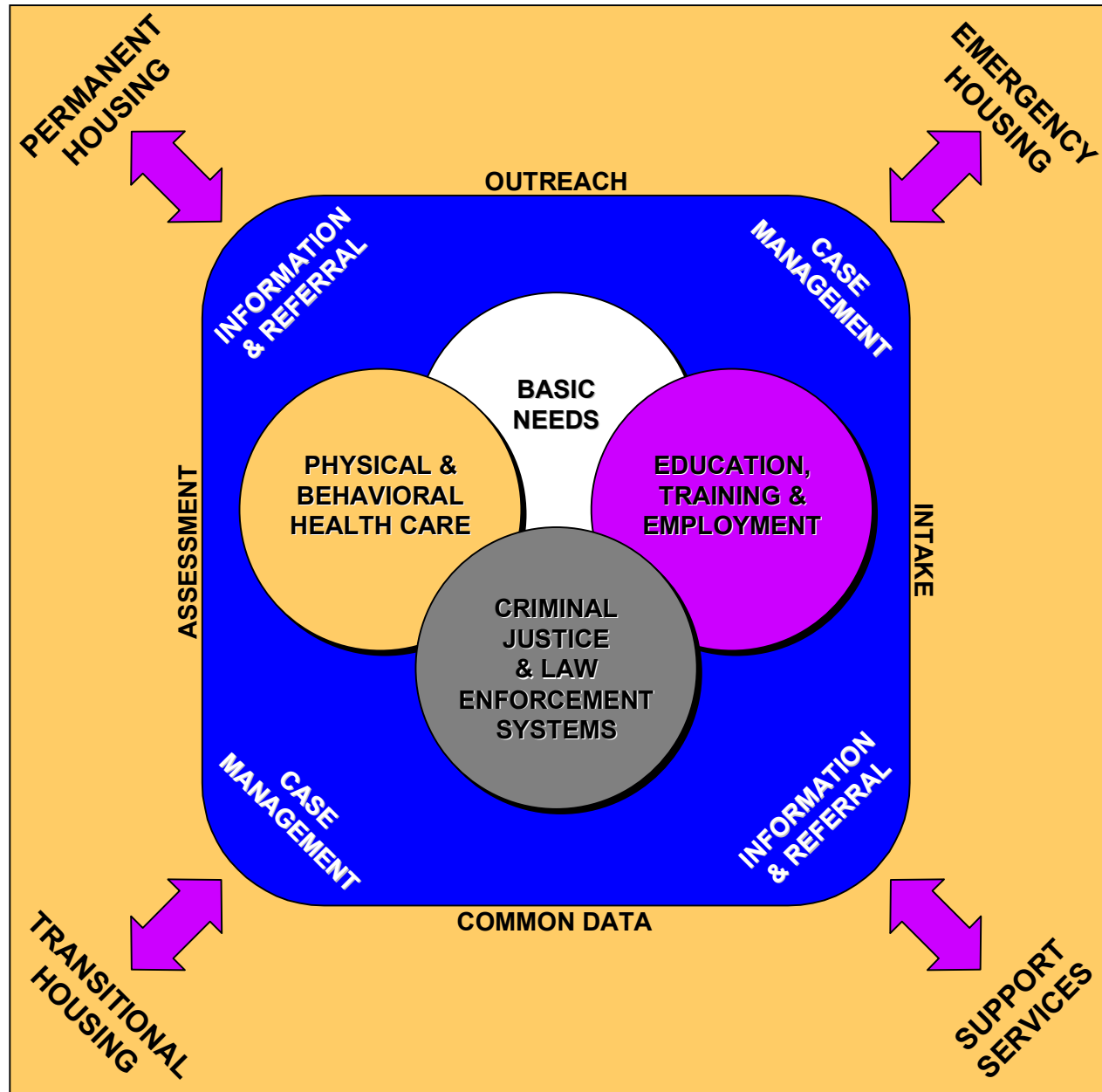
The Human Services Campus will rely upon regional solutions. These include more affordable, supportive, and transitional housing, more effective prison and jail release reintegration programs, better drug treatment and mental health treatment programs. In addition to the substance/alcohol abuse program described in the Health Care for the Homeless Program section below, regional efforts are being made to coordinate release from jails and prisons to minimize people moving from incarceration to the homeless shelters. It is also acknowledged that the substance/alcohol abusing and the seriously mentally ill population need special attention. The Continuum of Care will be addressing this as well.

In the meantime, downtown Phoenix needs a campus so the current service providers can better serve the persons who need assistance while providing greater security and safety for them as well as the community.





SERVICE SYSTEMS MODEL



Service Provider Coordination & Links by Type of Service

Service Type	Anchor Tenant/Provider	Satellite-Support Service Providers/Resources
Emergency Shelter	Central Arizona Shelter Services (CASS)	<ul style="list-style-type: none"> • Maricopa County Adult Probation • Arizona Department of Corrections – Division of Community Corrections • Maricopa County Animal Control Services • ValueOptions • Volunteer Organizations
Safe Haven/ Transitional Housing	NOVA Safe Haven	<ul style="list-style-type: none"> • Arizona Veteran’s Administration • ValueOptions
Health Clinic	<ul style="list-style-type: none"> • Maricopa County Department of Public Health/Health Care for the Homeless Program • CASS – Dental Clinic • Another Chance Program • Outreach Teams 	<ul style="list-style-type: none"> • Arizona Health Care Cost Containment System (AHCCCS) – Division of Member Services • Arizona Department of Economic Security – Division of Benefits & Medical Eligibility • ValueOptions • Maricopa County Protective Services
Dining Facility A/ Outreach	Society of St. Vincent de Paul	<i>Opportunities Program</i> Staff/Volunteers
Dining Facility B/ Outreach	André House	<ul style="list-style-type: none"> • Volunteer Organizations • Clothing Bank/Personal Care Items • Support of Personal Hygiene

(Continued on next page)

Service Provider Coordination & Links by Type of Service

Service Type	Anchor Tenant/Provider	Satellite-Support Service Providers/Resources
Education, Training, & Employment Center (e*TEC)	<ul style="list-style-type: none"> • St. Joseph the Worker • CASS/Project HELP • Adult Education Provider • Maricopa County Human Services Department – Special Transportation Services/<i>Worklinks</i> 	<ul style="list-style-type: none"> • Maricopa County Adult Probation • Arizona DES – Division of Employment & Rehabilitation Services <ul style="list-style-type: none"> • Employment Service • Veteran’s Employment • JOBS Program • Vocational Rehabilitation • Arizona DES – Division of Benefits & Medical Eligibility <ul style="list-style-type: none"> • TANF • Child Care • Food Stamps • City of Phoenix – Workforce Information Network • Maricopa County – Maricopa Workforce Connection, Inc. • Community Information and Referral • AZ Women’s Education & Employment
Day Resource Center	To Be Determined	<ul style="list-style-type: none"> • Another Chance Program – Health Care for the Homeless Program • Self Help Groups (AA, NA, GA) • ValueOptions/Contract Providers • Society of St. Vincent de Paul • City of Phoenix Police Department • Maricopa County Protective Services • U.S. Postal Service/Vendor-Operator • Voluntary Organizations • META Services/LARC • Arizona Department of Veteran’s Services • Ecumenical Chaplaincy for the Homeless • Short-term/Drop-in Child Care

CAMPUS SERVICE PROVIDERS

André House

André House is a ministry of hospitality that combines the gifts of many people. This ministry blends traditions of the Catholic Worker and the Congregation of Holy Cross (priests and brothers from the University of Notre Dame). The work is rooted in the Catholic tradition of the Works of Mercy: feeding the hungry, clothing the naked, welcoming the stranger, and meeting people's basic needs.

In addition to providing basic services to poor and homeless people, André House offers educational and volunteer experiences for all those interested. Through service, the community of André House strives to learn from their brothers and sisters in need. They strive to create peace through gathering people from all walks of life. André House welcomes all those in need and makes no religious demands of those served.

Those who work at André House believe in a philosophy of personalism that values the gifts of every human being and calls everyone to a creative personal response to the world. André House provides opportunities for everyone to share their gifts through direct personal contact. This exchange engenders understanding, justice and compassion.

Many donors, volunteers, and neighbors cooperate to finance and operate André House. A core community of full-time volunteers resides together to live and work a life of solidarity with the poor. André House has a local board of directors and all contributions are used locally.

The services at André House Hospitality Center include:

- Evening meal (700-800 plates) served six times a week
- Clothing provided, free of charge, to over 200 people every week
- Showers, lockers, and laundry facilities

- Artist Attic, bringing homeless and non-homeless people together weekly in expressions of creativity
- Winter blanket distribution (2,500-3,000 each year)
- Homeless Issues Program, facilitated by staff and available to local schools and other interested parties
- Daily Mass during the week, open to guests and volunteers alike.

Additionally, André House runs two guesthouses in the University Park neighborhood providing:

- Transitional shelter for six men and five women
- The Niños Program, weekly activities designed to instill hope in the children of the neighborhood
- Christmas Adopt-A-Family program
- Masses, social gatherings, and discussions related to the life and work of André House.

Central Arizona Shelter Services (CASS)

Central Arizona Shelter Services' (CASS) mission is to empower men, women, and children with diverse needs to end their homelessness by providing shelter and supportive services. Founded in 1984, CASS is the largest homeless shelter and service center in Arizona, serving over 6,000 men, women, and children annually.

EMERGENCY SHELTER PROGRAM – The main facility in downtown Phoenix shelters approximately 400 homeless men and women. Shelter clients are provided with shower and laundry facilities, hygiene items, clothing, rest beds for those with medical needs, and food from St. Vincent de Paul, André House, and St. Mary's Food Bank. In addition, CASS houses 30 homeless families with children at the Vista Colina Emergency Family Shelter in North Phoenix.

CASE MANAGEMENT PROGRAM – Case managers provide intake, orientation, screening, and assessment to determine their clients' needs. Clients receive referrals to educational programs, free legal assistance, food stamps, medical and counseling aid, and other appropriate social services, as needed. Case managers work together with their clients to develop a strategy to help the client stabilize, get off the street, and ultimately achieve some level of self-sufficiency.

PROJECT HELP is an on-site employment program to help CASS clients find full-time employment with livable wages and benefits. Project HELP offers career assessment, job placement, and referrals for short-term job training to help clients become "job-ready." Clients have access to telephones, classified ads, a post office box address, and voice mail messaging service, as well as job listings from employers in the Valley to facilitate job searches. Employment specialists also recruit employers to hire their clients.

CHILD DEVELOPMENT PROGRAM – Accredited by the National Association for the Education of Young Children, this Arizona Department of Health Services licensed program provides supervised, developmental child care for preschool children at Vista Colina. This allows parents at the shelter to look for jobs and housing while their children are in a safe learning environment. After school programs are offered to older children as well as activities that involve parents and children.

Other CASS Accomplishments

CASS CARES – Provides follow-up case management for families for one year after they successfully leave Vista Colina Emergency Family Shelter. Families may receive food boxes, discount bus passes, and clothing.

CASS DENTAL CLINIC – A modular dental facility donated to CASS makes it possible for them to operate the only dental clinic available to homeless people in Maricopa County. The clinic serves CASS clients and those of the Maricopa County Healthcare for the Homeless Program. Dental professionals donate their time on a rotating schedule to provide patients with a full range of dental services. Continuing compliance with client case plans is a requirement for dental program eligibility.

VETERAN’S PROGRAM – Provides this segment of the homeless population with specialized services, including 40 beds in a separate area of the men’s shelter. A Veteran’s Case Manager helps clients coordinate services through Veteran’s Administration Homeless Program, including eligibility determination, housing, substance abuse counseling, and medical services. Clients may be referred to CASS/NOVA, a transitional housing program for veterans once they begin receiving benefits or income.

CASS WORKS! – A day labor program for CASS clients provides fair wages, transportation, tools, work clothing, and food for workers who are preparing to enter the work force in full-time jobs.

PERMANENT HOUSING – In 1996, in response to a need for affordable, supportive housing for very low-income persons, CASS formed an affiliated nonprofit corporation named Arizona Housing, Inc. (AHI). As its first project, AHI created Steele Commons, an efficiency apartment complex for 60 single men and women ending their homelessness. Steele Commons is a model of permanent, supportive housing for single individuals and is the first of its kind in Maricopa County.

Maricopa County Health Care for the Homeless Program

Maricopa County Health Care for the Homeless Program delivers health care to the homeless through an inter-disciplinary approach which combines aggressive street outreach, integrated primary care, mental health services, substance abuse services, case management, and nutrition services. The program serves as a transitional medical home whose purpose is to move clients along a continuum of care which addresses their medical, social service, and behavioral health needs, and leads them to an optimal level of functioning, and whenever possible, self sufficiency and ultimately out of homelessness.

The program goal is to increase access for homeless persons to cost effective services through existing provider and service systems. The services consist of medical treatments, laboratory tests, pharmacy, behavioral health, substance abuse counseling and referral, case management, dental and vision referrals, and transportation. Nurses, case managers, and case aides also engage clients through aggressive street outreach at shelters, meal sites, river bottoms, camp sites, and areas where homeless individuals congregate. The Health Care for the Homeless program also contracts with the Maricopa County Department of Public Health, Office of Ryan White Title I Care Services to provide case management and behavioral health services to homeless individuals infected with HIV or AIDS.

The Another Chance program is a significant component of the Health Care for the Homeless Program. It is a community-based project that provides intensive case management, outpatient substance abuse treatment, housing, and other supportive services. The goal of Another Chance is to assist homeless, substance abusing individuals to secure and maintain sobriety, em-

ployment, and permanent housing. In 2000, HUD selected the Another Chance program as a recipient of a Best Practices award, recognizing it as one of the best programs in the nation.

In January 2001, the Health Care for the Homeless Program was accepted for participation in a national Cardiovascular Health Disparities Collaborative, sponsored by the Bureau of Primary Health Care, Health Resource Service Administration. This comprehensive chronic care model and a new data collection system to follow patients with cardiovascular disease have been implemented. Maricopa County's program is the only freestanding program in the country participating in this cardiovascular collaborative.

Northwest Organization for Voluntary Alternatives (NOVA) Safe Haven

Northwest Organization for Voluntary Alternatives (NOVA) Safe Haven is the only HUD-designated safe haven in Arizona. According to HUD's definition, the mission of a safe haven is to serve hard-to-reach homeless persons with severe mental illness who are on the streets and have been unwilling or unable to participate in supportive services. NOVA Safe Haven mission is to provide quality, cost effective services to the homeless, seriously mentally ill single man or woman. A daytime drop-in center, combined with the provision of residential services, engages this population and prepares individuals to be referred to mainstream behavioral health providers to achieve the goals of increased self-sufficiency and housing. The facility includes a 24-bed transitional housing program and a 50-person day resource center located on 3rd Avenue and Van Buren.

NOVA Safe Haven provides a variety of supportive services, including case management, assistance with independent living skills, substance abuse education, assistance with acquiring entitlement benefits, nutrition classes, budgeting on a fixed income classes, Alcoholics Anonymous meetings, and a safe, supportive, low demand environment. In addition, assistance is provided to stabilize a person's psychiatric condition through providing and monitoring medication and helping the person to receive a diagnosis from the behavioral health system, if appropriate. NOVA Safe Haven also assists people in making the next step in housing when they are ready.

St. Joseph the Worker

St. Joseph the Worker has been operating since April, 1988. Their mission is to assist homeless and low income people in their efforts to secure and keep permanent meaningful employment. Their primary focus is people. They are a self-directed placement agency where clients work side-by-side with a job developer to determine past obstacles to employment and develop a career path.

The concept of St. Joseph the Worker was initially discussed by Father Michael Baxter when the André House received requests for job-search help from the people who were accessing the free evening meal. Today, there remains a close link between St. Joseph the Worker and André House.

The people who use the services of St. Joseph the Worker may possess skills and talents for many different jobs, but they lack basic resources to secure employment. Imagine arriving at a job interview in slept-in clothes or walking five miles in the Arizona heat to reach a job site. The services offered by St. Joseph the Worker include job development, employment referrals, clothes, haircut vouchers, tools, bus tickets, laundry vouchers, telephones, and a mailing address.

St. Joseph the Worker's off-site jail program, "Work for Inmates in Order to Reduce Crime," in cooperation with the Maricopa County Sheriff's Office, assists those soon to be released from Estrella Jail. Taught at the jail facility, St. Joseph the Worker staff instructors make the transition from incarceration to community life smoother with advice about seeking employment and finding housing. They also act as a liaison until their release from jail.

St. Vincent de Paul

St. Vincent de Paul has provided service state wide and in Phoenix for more than 50 years. They operate one of the largest industrial kitchens in Arizona, five charity dining rooms and a food bank that serves central and northern Arizona. They provide more than one million prepared meals to hungry families and individuals each year. All of their dining rooms offer on-site referrals for additional assistance. Through a number of professionally run programs, St. Vincent de Paul helps the homeless work their way back to self-sufficiency. Additionally, ongoing support from St. Vincent de Paul helps prevent families and at-risk individuals from becoming homeless.

Because St. Vincent de Paul believes the best way to escape homelessness is by regaining self-respect, their Ministry to the Homeless is designed to enhance the dignity of each individual who walks through their doors. While feeding the hungry is a noble pursuit, it is not an end in itself. Serving food helps St. Vincent de Paul get closer to people in need and offer assistance in ways that will help them break the cycle of poverty. Personal counseling, reading programs, children's education, access to mental health care workers, and community information, and referral services are just some of the resources that are offered during meal times in their dining rooms.

St. Vincent de Paul has operated the Henry F. Unger Dining Room at 9th Avenue and Madison for many years. In addition to the downtown dining room, St. Vincent de Paul has a family dining room at 420 W. Watkins in Phoenix and other dining rooms at 9227 N. 10th Avenue in Sunnyslope, 67 W. Broadway Road in Mesa, and 14016 N. Verbena Street in El Mirage.

Additionally, St. Vincent de Paul operates a food reclamation center where each day truckloads of food and household items arrive donated by grocery stores and community food drives. The

Ozanam Manor Transitional Shelter located at 1730 E. Monroe in Phoenix provides a place for homeless elderly and disabled adults to work toward securing independent, permanent housing. In their modern and professional free medical and dental clinic at 420 West Watkins in Phoenix, over 160 physicians and dentists volunteer their time each year. They also have a ministry for the incarcerated and a transient aid center.

St. Vincent de Paul also operates thrift stores at:

- 11518 E. Apache Trail, Apache Junction
- 2945 E. Bell Road, Phoenix
- 420 W. Watkins, Phoenix
- 7018 N. 57th Avenue, Glendale
- 2352 W. Main Street, Mesa
- 8231 N. 7th Street, Sunnyslope

Enabling St. Vincent de Paul to deliver these services is a force of over 6,000 volunteers, donating over 64,000 hours per year. One of their most impressive accomplishments is the ability to limit their administrative costs, allowing for more than 90% of the expenditures to be made toward program services. St. Vincent de Paul brings a wealth of talent, experience, and desire to serve to the Human Services Campus.

Education, Training and Employment Center (e*TEC)

The Human Services Campus facility and service plan includes a common facility referred to as the Education, Training and Employment Center (e*TEC). This facility will house a wide array of programs working in collaboration to provide employment and training services and support services to homeless individuals and the surrounding community residents. The current job training and placement services provided by St. Joseph the Worker, CASS, and Maricopa County Special Transportation Services (STS) *Work Links* program will be provided at the e*TEC. In addition, these services will be enhanced with the provision of basic education and other resources, including Maricopa County Adult Probation and Arizona Department of Economic Security (Job Service, Veteran's Employment Services, TANF registration and employment services) provided on a rotating or scheduled basis.

The e*TEC facility will be part of the workforce development network or system that is being implemented statewide in response to the Workforce Investment Act of 1998. The facility will operate as an affiliate site to the one-stop career centers established regionally throughout Maricopa County.

Services provided via the e*TEC will include, at a minimum:

- Job Development
- Job Referrals
- GED/ESOL/ABE Classes
- Job Skills Classes
- Life Skills Classes
- Career Assessment
- Resume Development

- Vocational/Career Counseling
- Day Labor Program
- Computer Training/Internet Literacy

Most of the services provided at the e*TEC will be open to the neighborhood communities.

SUCCESS STORIES

People's lives are being positively affected every day by service providers in the downtown Phoenix area. The following stories are illustrative. They represent the human scale of this project and what is possible in an environment that encourages growth of individuals. This project is about more than buildings on a campus setting; it is about people. All names have been changed to assure anonymity.

Mr. A. entered the Another Chance program at the Maricopa County Health Care for the Homeless Program following a 30-year addiction to alcohol. He was homeless at the time and living in the streets. Mr. A. had been in numerous programs in the last 20 years but was never successful. This time he fully committed himself to a recovery program. Another Chance paid for his rent at a halfway house for three months. In exchange, Mr. A. attended group therapy four times per week. In addition, he attended at least one AA meeting per day.

He has been sober for months. He also took advantage of other service providers, including dental services at CASS. He reports feeling healthy for the first time in years. A referral to the Lion's Club resulted in a new pair of eyeglasses. He was also able to apply for social security disability benefits due to blindness in one eye and diminishing vision in the other. Within six months of entering the program, the plan was for Mr. A. to attain permanent housing while maintaining his sobriety with an ongoing support system.

Mrs. L. and her daughter came to Phoenix from a violent situation. The daughter was 13 years old and pregnant with no prior medical attention. They were first offered assistance in a short-term shelter that had no social services or case management. Upon assessment by the Health Care for the Homeless Program outreach staff, their needs were identified. The first priority was medical attention for the daughter. Mrs. L. also was seen for some medical issues. The next day they were taken to DES to apply for medical insurance, cash benefits, food stamps, and WIC.

Since the family was new to the area, they needed transportation and assistance with the necessary paperwork and the process. After completing all appointments, placement options were discussed. They only had 30 days to obtain another placement.

A transition program was arranged. Once they were placed, Mrs. L. went to another program that offered job training while the daughter received pre-natal care and counseling. Six months later the daughter gave birth to a healthy baby girl without complications. Mrs. L. completed her program and obtained a job. Soon after, they moved into their own apartment.

Mr. J. had been homeless for years and working at day labor for months only to support his drug habit. He was standing next to St. Vincent de Paul's dining hall waiting for a meal when he was asked about his situation. He stated he had been using crack cocaine for the past two years and had lost everything, including his family. He tried program after program only to find himself on the streets as a slave to the drug. After several visits, he decided to get help. He was given a referral to a six-month program. With regular support and encouragement he graduated. Unfortunately, after only one week, Mr. J. relapsed and was back on the streets.

It was very difficult for him to ask for assistance and would hide if he saw service providers approach. He finally entered the program again and graduated in six months, but this time he looked more confident and wiser. After graduation he was employed at the same program and has been clean and sober ever since. It has been over three years since he last used any drugs or alcohol.

“Give a man a fish and
you feed him for a day.
Teach a man to fish and
you feed him for a
lifetime.”

– *Chinese proverb*

PRELIMINARY STRATEGIC OUTCOMES

At a strategic planning session held on November 6, 2001, the major service providers agreed to the following preliminary strategic outcomes. It is their clear intention to continually review, test against agreed upon statistical data, and update these outcomes as required based upon the changing needs of those being served.

- Improved and more timely access to support services
- Improved satisfaction of persons being served
- Improved measurements/data collection systems utilizing the county-wide Homeless Management Information System
- Increased housing placements
- Increased job placement/retention
- Increased community involvement
- Increased volunteerism
- Increased support from government agencies and neighborhoods
- Increased participation by mainstream systems
- Maximized resources by service integration/coordination
- Reduced homelessness recidivism
- Shorter lengths of stay
- Reduced crime in the geographic area of the campus and reduced victimization of persons being served
- Reduced impact of homelessness on the neighborhood

FACILITIES PLAN

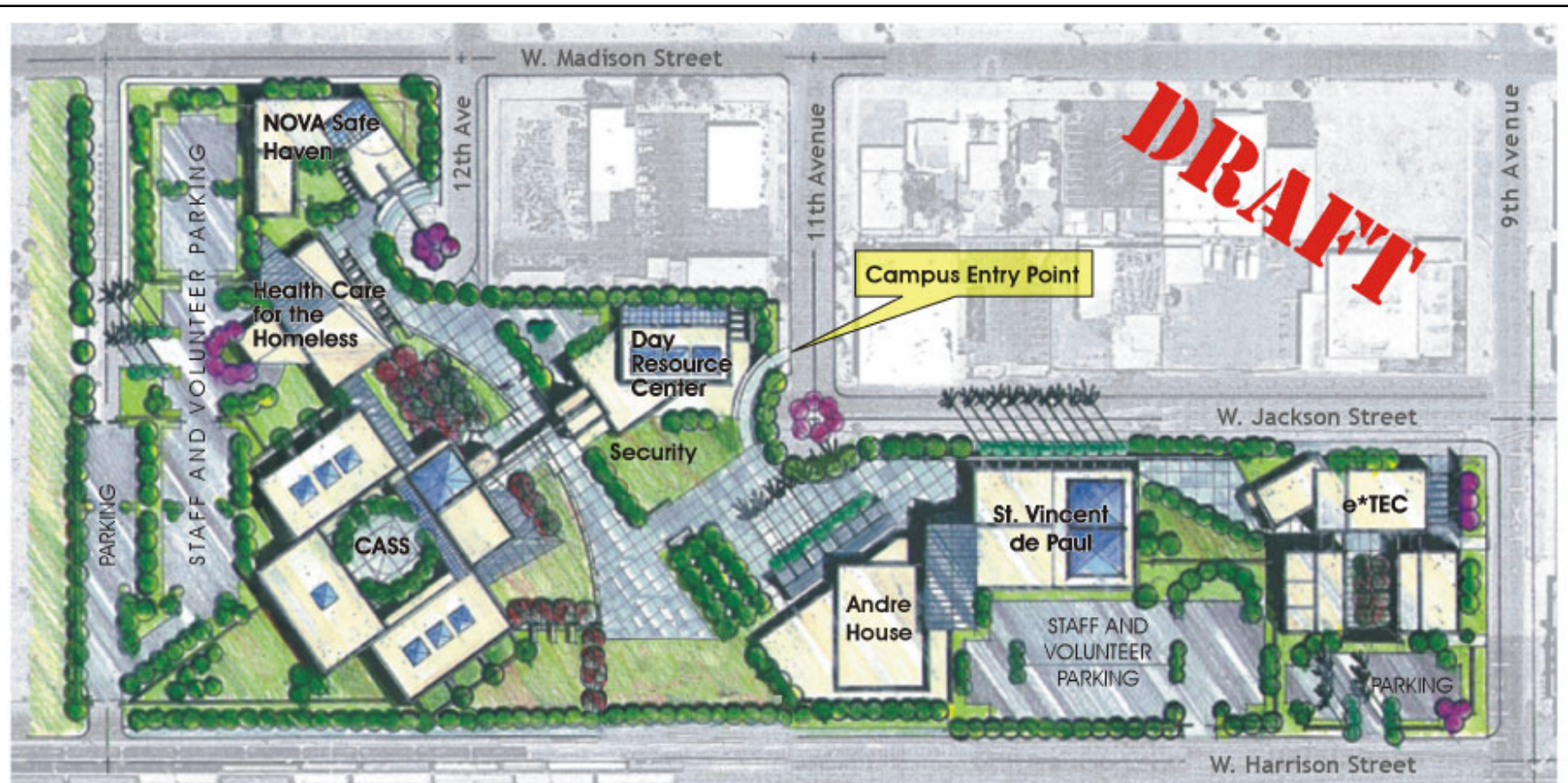
The concept of a campus emerged based upon thorough research and a review of best practices in other communities. An integrated approach is required to improve the existing, uncoordinated, multiple service providers that exist in downtown Phoenix. The essential idea is for independent and varied service providers to coexist in a coordinated fashion and to deliver services in a well-designed setting. The campus will be managed in a coordinated fashion, allowing the independent entities to retain their identity, much like a campus, shopping mall, or condominium environment.

Below is a listing of the square footage for the various parts of the campus along with a preliminary site plan.

A conceptual drawing of the campus is on the following page.

Program Summary

Organization	Area
Central Arizona Shelter Services (CASS)	60,200
St. Vincent de Paul	21,700
Day Resource Center (DRC includes postal services)	17,700
André House	16,400
NOVA Safe Haven	16,100
Health Care for the Homeless	13,100
e*TEC (includes St. Joseph the Worker)	12,800
Total Building Area (in square feet)	158,000



DESCRIPTION OF SERVICES

NOVA Safe Haven—Temporary housing for the seriously mentally ill

Health Care for the Homeless—Health care services for homeless people including street outreach, medical care, mental health, substance abuse and case management

Central Arizona Shelter Services—Temporary emergency housing

Security—City of Phoenix Police substation and Protective Services Security Center

Day Resource Center—Campus center for check-in, daytime programs, postal services and meeting rooms

Andre House—Dinner service, showers, clothing, outreach and programs for homeless people and community poor

St Vincent de Paul—Lunch program and supportive services for homeless people and community poor

St. Joseph the Worker—Work readiness, job placement, phone bank, clothing and work supplies for homeless persons

e*TEC—Classroom space for basic education, life skills, job readiness, computer lab and career assessment

PROPOSED HOMELESS ASSISTANCE CENTER PRELIMINARY SITE PLAN

7/31/2001

Draft report for the Homeless Assistance Center is available at: <http://www.maricopa.gov/femd/MCHSC/MCHSC.htm>



FINANCIAL PLAN

*Funding will
be a
combination of
grants from
foundations, private
donations and
governmental agreements.*

Capital funding for the Human Services Campus will be a coordinated effort for the service providers. It will be managed by the Finance Committee, which is co-chaired by representatives from the public and private sectors. It also includes all service providers listed in the LLC. Funding will be a combination of grants from foundations, private donations, and governmental agreements.

Construction Costs

Buildings	\$13,254,000
Site acquisition/site work	4,043,000
Design and construction contingency	2,492,000
Contractor overhead/profit	1,718,000
Professional fees, testing, etc.	1,745,000
Furniture, fixtures, and equipment	1,397,000
Total	\$24,649,000

Construction Costs by Service Provision

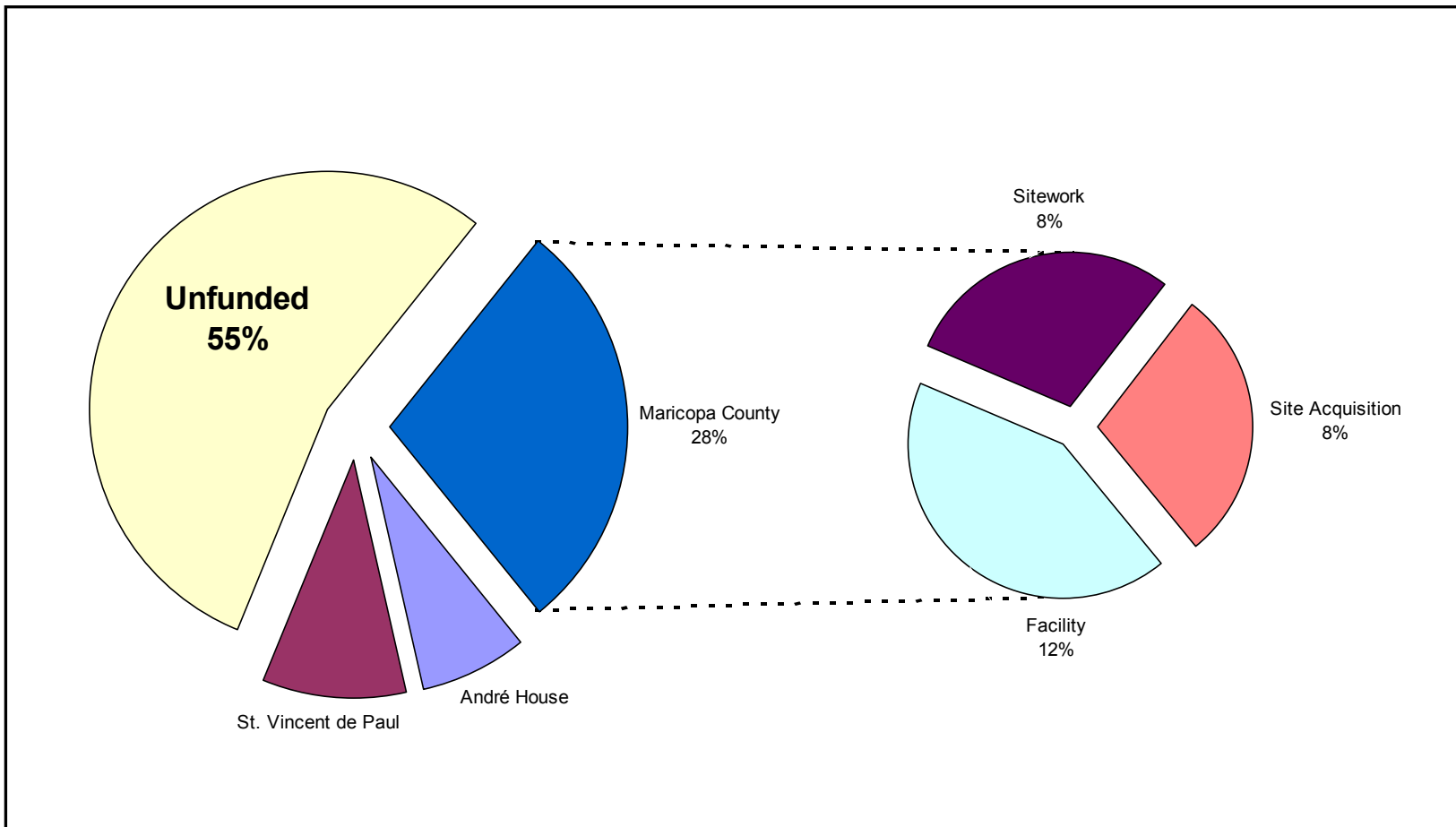
Employment, education, and training services	\$ 4,520,000
Food services	4,961,000
Physical and behavioral health services	5,988,000
Residential services	9,180,000
Total	\$24,649,000

Current allocations, some of which are not yet fully funded, are \$11,143,000.

- ♦ Maricopa County Board of Supervisors: \$6,996,000
 - ♦ Site Acquisition: \$2,000,000
 - ♦ Site Work: \$2,043,000
 - ♦ Health Care for the Homeless Facility: \$2,953,000
- ♦ St. Vincent de Paul: \$2,362,000
- ♦ André House: \$1,785,000

The unfunded balance of the capital campaign goal is **\$13,506,000**.

- ♦ CASS: \$7,674,000
- ♦ NOVA Safe Haven: \$2,053,000
- ♦ Day Resource Center: \$2,147,000
- ♦ e*TEC, including St. Joseph the Worker: \$1,632,000



Human Services Campus Conceptual Design Cost Estimate

1/15/2002

	Andre House	St. Vincent de Paul	CASS	Health Care for the Homeless	Nova Safe Haven	Day Resource Center w/Postal Services	e*TEC (including St. Joseph the Worker)	Sitework (Lump Sum)	TOTALS
Area (SF)	16,400	21,700	60,200	13,100	16,100	17,700	12,800		158,000
SF Building Cost	\$70	\$70	\$82	\$145	\$82	\$78	\$82		
Building Cost	1,148,000	1,519,000	4,936,000	1,900,000	1,320,000	1,381,000	1,050,000	1,375,000	14,629,000
Design Contingency 8%	92,000	122,000	395,000	152,000	106,000	110,000	84,000	110,000	1,171,000
Contractor's O&P 12%	149,000	197,000	640,000	246,000	171,000	179,000	136,000	178,000	1,896,000
Construction Contingency 10%	124,000	164,000	533,000	205,000	143,000	149,000	113,000	149,000	1,580,000
Construction Cost	1,513,000	2,002,000	6,504,000	2,503,000	1,740,000	1,819,000	1,383,000	1,812,000	19,276,000
Professional and Administrative Fees 10%	151,000	200,000	650,000	250,000	174,000	182,000	138,000	231,000	1,976,000
Furniture Fixtures & Equipment 8%	\$121,000	\$160,000	\$520,000	\$200,000	\$139,000	\$146,000	\$111,000		1,397,000
Project Cost	1,785,000	2,362,000	7,674,000	2,953,000	2,053,000	2,147,000	1,632,000	2,043,000	22,649,000
Site Acquisition									2,000,000
GRAND TOTAL									24,649,000
Project Cost per SF	\$109	\$109	\$127	\$225	\$128	\$121	\$128	\$1.49	
County Share of Project Cost									6,996,000

Notes: 1. Totals rounded to 000's

2. Shade indicates County share of costs

BEYOND THE HUMAN SERVICES CAMPUS

The National Alliance to End Homelessness “A Plan: Not A Dream. How to End Homelessness in Ten Years” speaks to the longer-term goal of ending homelessness. To assist with this goal, the Human Services Campus will need the cooperation of governmental agencies, private businesses, other not-for-profit organizations, and the public. In part, the National Alliance’s plan states:

We can reverse the incentives in mainstream systems so that rather than causing homelessness, they are preventing it. And we can make the homeless assistance system more outcome-driven by tailoring solution-oriented approaches more directly to the needs of the various sub-populations of the homeless population.

Plan for Outcomes

Today, most American communities plan how to manage homelessness - not how to end or prevent it. In fact, new data has shown that most localities could help homeless people much more effectively by changing the mix of assistance they provide. A first step in accomplishing this is to collect much better data at the local level. A second step is to create a planning process that focuses on the outcome of ending homelessness. This brings to the table not just the homeless assistance providers, but the mainstream state and local agencies and organizations whose clients are homeless.

Close the Front Door

The homeless assistance system ends homelessness for thousands of people every day, but they are quickly replaced by others. People who become homeless are almost always clients of public systems of care and assistance. These include the mental health system, the public health system, the welfare system, and the veterans system, as well as the criminal justice and the

child protective service systems (including foster care). Paradoxically, the more effective the homeless assistance system is in caring for people, the less incentive these other systems have to deal with the most troubled people, and the more incentive they have to shift the cost of serving them to the homeless assistance system.

This situation must be reversed. The flow of incentives can favor helping the people with the most complex problems. As in many other social areas, investment in prevention holds the promise of saving money on expensive systems of remedial care.

Open the Back Door

Most people who become homeless enter and exit homelessness relatively quickly. Although there is a housing shortage, they accommodate this shortage and find housing. There is a much smaller group of people who spend more time in the system. The latter group - the majority of whom are chronically homeless and chronically ill - virtually lives in the shelter system and is a heavy user of other expensive public systems such as hospitals and jails.

People should be helped to exit homelessness as quickly as possible through a housing first approach. For the chronically homeless, this means permanent supportive housing (housing with services), a solution that will save money as it reduces the use of other public systems. For families and less disabled single adults, it means getting people very quickly into permanent housing and linking them with services. People should not spend years in homeless systems, either in shelter or in transitional housing.

Build the Infrastructure

While the systems can be changed to prevent homelessness and shorten the experience of

homelessness, ultimately people will continue to be threatened with instability until the following occur.

- Supply of affordable housing is increased.
- Incomes of the poor are adequate enough to pay for necessities such as food, shelter, and health care.
- Disadvantaged people can receive the services they need.

**The Human Services
Campus is not the
“answer” to ending
homelessness in
Maricopa County.
It is, however, an
integral component
of the solution.**

ACKNOWLEDGEMENTS

Maricopa County Board of Supervisors

Don Stapley, *District 2, Chairman*

R. Fulton Brock, *District 1*

Andrew W. Kunasek, *District 3*

Jan Brewer, *District 4*

Mary Rose Garrido Wilcox, *District 5*

Maricopa Association of Governments

Justice Frank Gordon, *Chair, MAG Continuum of Care Regional Committee on Homelessness*

Jan Brewer, *Vice-Chair, MAG Continuum of Care Regional Committee on Homelessness and 2001 Chairman of the Maricopa County Board of Supervisors*

Members of the Regional Committee on Homelessness

Charlene Moran Flaherty, *MAG Homeless Planner*

The Human Services Campus Finance Committee Co-Chairs

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Maricopa County Healthcare for the Homeless

Annette Stein, *Administrator*

NOVA Safe Haven

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St. Joseph the Worker

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St. Vincent de Paul

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- The Orcutt/Winslow Partnership, Urban Earth Design – Conceptual Design and Visioning Plan for the Gateway Campus
- ADES 1999 Annual Report: The Current Status of Homelessness in Arizona and Efforts to Prevent or Alleviate Homelessness
- National Alliance to End Homelessness – A Plan: Not A Dream. How to end Homelessness in Ten Years

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Human Services Campus

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